

Chapter 5

Implementation

OVERVIEW

THIS CHAPTER PROVIDES THE KEY steps to implement the *Rockville's Pike Plan*. It leads with a set of broad policies, followed by the steps needed to implement the transportation and land use policies presented and described in Chapter 4. Many of the implementation steps related to the land use policies of the plan – such as controlling the height of buildings, their position on the site, and their relationship to sidewalks – are intended to be regulated through the Rockville Pike District Code and are not individually repeated here.

A summary of the major implementation steps, including items that need to be included in the City's Capital Improvements Program (CIP), is provided in Table 5.1 at the end of this chapter. The chapter is divided into the following sections:

- General Policy Elements
 1. Maintain strong regional partnerships
 2. Ensure adequate infrastructure and community facilities
 3. Advocate for components of the plan that are outside of Rockville's direct control
 4. Focus on place-making near the Twinbrook Metro Station early in the life of the plan
 5. Develop cost estimates and funding strategies
- Implement the Transportation Policies
 1. Re-design and reconstruct Rockville Pike as a multi-way boulevard
 2. Expand the street network

3. Optimize access to and use of transit
 4. Expand Transportation Demand Management (TDM) activities in the corridor
 5. Strive to refine methodologies for measuring transportation mode share and addressing congestion management
- Implement the Land Use Policies
 1. Adopt the Rockville Pike District Code
 2. Revise development regulations and standards
 3. Make the Pike an inviting, walkable place
 4. Acquire parkland

These action steps bring to light the complexity of implementing the plan for the corridor. Implementing this plan in full will require a high level of collaboration between the City, other jurisdictions, and the private sector over decades. Certain components will also require appropriate funding mechanisms and commitments. Finally, implementation will require seizing opportunities, overcoming obstacles, and thoughtful timing.

GENERAL POLICY ELEMENTS

The following actions are at the foundation of the implementation of the Rockville's Pike Plan

I. MAINTAIN STRONG REGIONAL PARTNERSHIPS

The City must continue to engage in planning efforts with Montgomery County, the State of Maryland, and Washington Metropolitan Area Transit Authority (WMATA) to establish joint policies that will ensure compatible infrastructure and development throughout the MD 355 corridor. Rockville must also work proactively and cooperatively with these entities to fund and build adequate infrastructure.

Montgomery County adopted the Twinbrook Sector Plan in 2009 and the White Flint Sector Plan in 2010. The latter includes two different cross section options for the Pike south of the Montrose Parkway bridge. Both cross sections have dedicated or semi-dedicated lanes for transit. The White Flint Sector Plan proposes mixed uses and building heights up to 300 feet for properties fronting the Pike.

In addition, the White Flint 2 Sector Plan is currently underway and includes the portion of the Pike from the Rockville City limits south to the Montrose Parkway bridge. No cross-section for this portion of the Pike has been produced yet.

The transportation, land use, and urban design recommendations of these three County plans, the County's Rapid Transit Vehicle (RTV) feasibility studies,

and the recent and ongoing redevelopment activities in the area around the Twinbrook Metro Station at the border of Rockville and Montgomery County are each important inter-jurisdictional considerations toward creating a coherently planned corridor and a well-connected community.

Rockville's Pike acknowledges that this dynamic portion of Montgomery County, both inside of Rockville and to the south, continues to evolve and that Rockville must have an adopted plan and stay engaged in order to help shape that evolution.

2. ENSURE ADEQUATE INFRASTRUCTURE AND COMMUNITY FACILITIES

Currently, certain types of development cannot occur in parts of the City because schools and/or roadway intersections are overburdened and they do not meet the APFO standards that the City has put into place to ensure that requisite infrastructure is available to serve existing and new development. As discussed in Chapter 4, parks and open space are also greatly needed in the Plan Area.

a. Schools

The City's Adequate Public Facilities Standards do not allow for new housing that may generate additional students in certain areas of the City where schools are exceeding the capacity threshold. As of December 2012, a classroom addition at Julius West Middle School is scheduled to open in August 2016 and the Richard Montgomery Elementary School #5 is scheduled to open in August 2017. Both are in the Richard Montgomery High School cluster. These additions to school capacity will help to alleviate overcrowding for existing residents and may make family-oriented residential development possible in this cluster. The City must continue to monitor school capacity in this and the Walter Johnson cluster and advocate for sufficient school capacity, both for existing residents and to allow for implementation of the plan.

b. Roadway intersections

Several intersections within the corridor have, or are approaching, inadequate capacity to accommodate traffic demand, as measured by the City's current Critical Lane Volume (CLV) standard of the transportation portion of the APFO. The functioning of these intersections is likely to limit development along the Rockville Pike corridor and present challenges to implementation of this plan.

The transportation and land use approaches presented in Chapter 4 both add transportation capacity and encourage non-auto travel modes, which will allow some level of redevelopment to occur. However, development consistent with the full plan vision may not emerge with the City's current Comprehensive Transportation Review (CTR) methodology of development review, according to the conclusions of an intersection CLV analysis that was prepared by AECOM in November 2010. After plan adoption, the City should continue to monitor the impacts of the

transportation component of the APFO and may choose to consider alternative approaches if it wishes to accept potentially greater traffic in order to accommodate more growth and development.

c. *Other Community Facilities*

The City should continue to monitor the need for other community facilities, such as libraries, community centers, and police and fire service, through citizen input and the Municipal Growth and Community Facilities Elements of the Comprehensive Master Plan.

d. *Utilities*

For all roads that are being constructed or improved throughout the Plan Area, the City should coordinate any planned replacement and upgrading of the water and sewer infrastructure and place aerial utility lines underground, as was established in the 1989 Rockville Pike Plan and as continues to be the policy approach of this Plan. After plan adoption, a strategic plan should be prepared to identify locations and timing where utilities should be relocated underground. The strategy will be used to coordinate proposed capital projects and funding with other agencies and utilities.

3. ADVOCATE FOR COMPONENTS OF THE PLAN THAT ARE OUTSIDE OF ROCKVILLE'S DIRECT CONTROL

Despite the direction provided by this plan, there will continue to be unknowns that may have significant impacts on the future of the corridor. Of primary importance is the uncertainty regarding the provision of new rapid transit in the corridor. Although an RTV line has been discussed and intensively studied for the Pike corridor, as of this writing, Montgomery County has made no decision regarding whether the system will be implemented. Even if a decision is made to move forward, funding and construction of the MD 355 line may not occur for years.

The status of RTV is beyond Rockville's control, but the City should play a partnering role. An RTV line along Rockville Pike has the potential to significantly increase transit usage and reduce traffic congestion and the proportion of automobile trips in the corridor.

Public schools are another essential component in planning for new residential development yet they are under the purview of Montgomery County, not the City of Rockville. As previously noted, the City will need to lobby the County and the State for funding to produce the additional school space that will be needed.

4. FOCUS ON PLACE-MAKING NEAR THE TWINBROOK METRO STATION EARLY IN THE LIFE OF THE PLAN

The City should be particularly proactive about making the southeast portion of the Plan Area function according to the plan vision in the near term because it is already actively redeveloping.

The City should be prepared to contribute to place-making in the South Pike early in the life of this plan by committing to building the South Pike access roads (the east side, to start), coordinating the construction of other road network in conjunction with property redevelopment, purchasing and building a neighborhood park of at least one acre in size, and providing streetscape amenities such as attractive sidewalks, signage, benches, etc. Redevelopment activity can produce some of the funds for this infrastructure, but the City will likely need to invest in the South Pike up front to make it a livable place more quickly, demonstrate the plan vision, and serve as a catalyst for the remainder of the plan area. The City can ensure that the plan vision is achieved, even if other investments that are out of Rockville's control, such as RTV, do not materialize.

5. DEVELOP COST ESTIMATES AND FUNDING STRATEGIES

Implementation of this plan will require considerable funds. The estimated potential construction cost of the entire Rockville Pike boulevard (within the Plan Area), including construction of main lanes and access roads, undergrounding of utilities, landscaping, and streetscaping is likely to exceed \$50 million.¹ A large portion of this cost would probably not be borne by the City because the main roadway is a state highway, but Rockville will likely need to contribute a match as is typically required in Federal funding programs. As noted in #3, above, this is a regional roadway and the creation of a boulevard and/or RTV is unlikely to happen unless it is a City/County project and without State and Federal funding. Given development pressures in the White Flint area and base relocation and expansions at the Walter Reed National Military Medical Center and the National Institutes of Health, Federal and State funding is imperative.

There will be additional costs for acquiring right-of-way. The amount of additional right-of-way needed will depend on multiple factors, including engineering decisions, the amount of area that the City already holds in easements (shown in Figure 5.1), and the amount that may be dedicated through redevelopment projects.

More refined cost estimates for each of the main infrastructure components of the plan for which the City may be primarily or partially responsible (such as

¹ Memorandum from Joel Mann, AECOM, December 22, 2011, "Cost Estimating Exercise for Rockville Pike Conceptual Design, Alternatives 2 and 9." The road cross sections have been changed since this memorandum was written, but the estimates are still relevant for indicating the order of magnitude for this project.

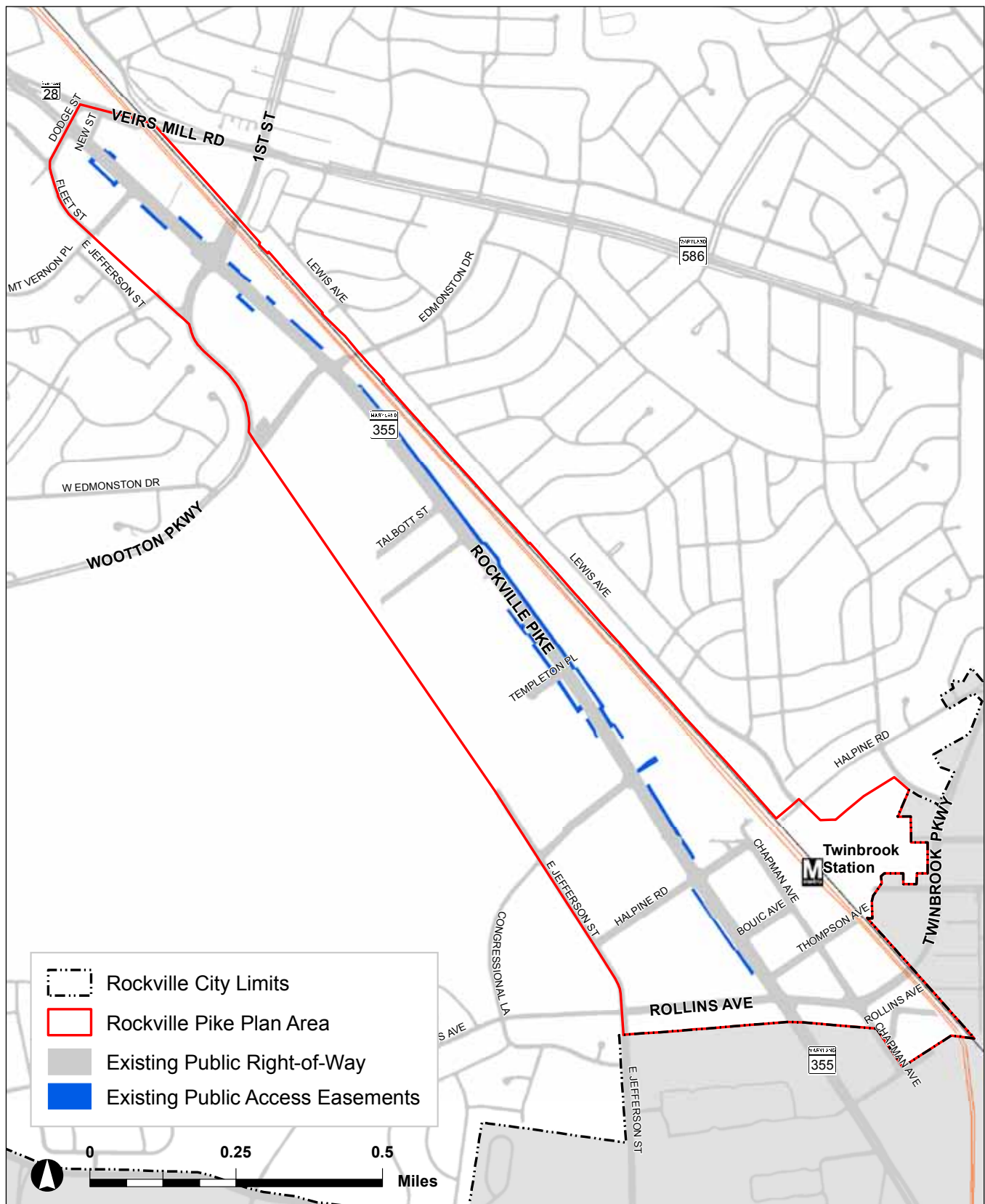


Figure 5.1: Existing Service Lane and Public Access Easements

the boulevard access lanes, Fleet Street, acquiring a park in the South Pike) will be needed. A careful and deliberate strategy must be developed for funding each component once the costs are known.

Use of General Fund appropriations and bonding will be insufficient and other sources will be needed, such as state and federal grants, County participation, and private contributions through redevelopment. The City may also consider creating special taxing districts (or partnering with the County in creating inter-jurisdictional districts, given that the corridor has significant regional significance) to provide substantial funding for the needed public enhancements. If this approach is pursued, further study would be required to determine the exact capacity and structure of one or more taxing districts. The study should determine priorities for the use of funds and the amount of funding to be used for specific projects.

As of this writing, fiscal constraints make envisioning investments of this scale difficult. However, this plan is a vision for 20 to 30 years, during which time there will be multiple renewed opportunities to fund infrastructure and public amenities. The City must be creative and take advantage of opportunities as they emerge to invest in the corridor, as it is one of the City's core economic engines.

IMPLEMENT THE TRANSPORTATION POLICIES

This section outlines the broad approaches to implementing the transportation elements of the plan. It discusses how to transform the City's portion of Rockville Pike into a multi-way boulevard, expand the plan area street network, establish a street hierarchy to conform to Rockville's Complete Streets Policy, and optimize access to and use of public transit. Transportation demand management strategies, including the formation of a transportation management association, are also discussed as strategies to decrease auto trip demand. Each of these elements is complex and, therefore, will require more specificity in order to reach full completion. This section provides the framework for the key items.

I. RE-DESIGN AND RECONSTRUCT ROCKVILLE PIKE AS A MULTI-WAY BOULEVARD

Reconstruction of the main lanes of the Pike will require strong inter-jurisdictional coordination in developing an engineered roadway design that includes planning for RTV, while minimizing disruption caused by construction. The City should ensure that access to properties fronting the Pike is not disconnected during road construction and that property owners are involved in the process. Coordination with other jurisdictions also will be required for selecting the financing mechanisms to fund the complete boulevard project.

Main Roadway

Reconstruction of the main roadway is likely to be dependent on construction of the proposed RTV line along the Pike and will not be funded or led by the City. Funding may be provided by a combination of federal, state, county and, potentially, private sources. Design and engineering studies for the reconstruction of Rockville Pike with RTV will be led by the Maryland State Highway Administration, which owns MD 355, and Montgomery County, which operates traffic signals and transit on the Pike. The City's main task will be to remain engaged and advocate for funding and the cross-section envisioned in this plan.

Access Roads

The boulevard's access lanes are likely to be City roads, yet they are important components for improving the overall functioning of the state highway. The City will therefore need to ensure that they are built to implement the full boulevard concept envisioned by this plan.

It is preferred that the access lanes be built as part of an overall Rockville Pike - RTV construction project rather than as a separate project. Combining the reconstruction of the main lanes, RTV, and the access lanes would minimize disruptions and would result in fiscal savings and a well-coordinated engineering effort. However, if it becomes evident that RTV will not be implemented within a reasonable time period, the City should then develop a plan to build the access lanes independently. Such a plan should incorporate the ability to add RTV in the future.

Below are steps that the City must take in either case:

a. Continue to obtain easements

Construction of the boulevard access roads will require some additional right-of-way in order for the plan's boulevard concept to be realized. This plan continues the City's long-standing policy of obtaining easements on all properties fronting the Pike consistent with the cross-section in Chapter 4. The easements shall start from the edge of the State right-of-way to the "build-to" line. As shown in Figure 5.1, the City already has easements on approximately 50% of the linear distance that is needed to build the access roads. The remainder will need to be secured by continued dedication during redevelopment and possibly by acquisition.

b. Phasing

This plan establishes that the east side of the South Pike be an early priority for the City in building the access roads and that this should commence within the next decade, preferably in conjunction with RTV construction. Decisions will need to be made about how and when the remaining portions of the access roads (including sidewalks, bike paths/lanes, medians, undergrounding utilities, etc.) are completed – whether it is all at once, in segments, in conjunction with RTV construction or redevelopment, or some other way.

c. Funding

There are no funding sources dedicated for construction of the access roads at this time. Ideally, they would be financed and constructed as part of the RTV and

boulevard roadway construction project, which will involve multiple entities. If the RTV does not move forward, the City will need to develop a funding plan that includes seeking participation and funding assistance from federal, state and county sources, as well as participation from private landowners. The City may also need to consider committing its own funds to building the access roads, either through existing revenue streams or the creation of a dedicated funding source.

d. Coordination with other jurisdictions

The City will need to actively coordinate with the State and County to ensure that intersections and access points are designed to work together with the State road. The City should work with Maryland Department of Transportation (MDOT) to eliminate unsignalized intersection median breaks on the Pike; reduce the number of curb cuts from the main travel lanes as part of the construction of the access lanes; and add new signals at intersections along the Pike, the timing of which will need to be coordinated with existing signals. Determinations of which traffic pattern (option 1 or 2 as described in Chapter 4) is appropriate for each Pike intersection within the Plan Area also would be done in coordination with Maryland DOT.

2. EXPAND THE STREET NETWORK

As explained in Chapter 4, expansion of the street network is critical to diffusing traffic congestion and increasing capacity, connectivity and movement choice. It is also critical to shrinking block sizes, thereby contributing to a better pedestrian environment.

South Pike Network

The expansion of the road network in the South Pike includes the extension of Chapman Avenue, a parallel north-south Business District Class II street between Jefferson Street and the Pike, and the new east-west streets that the Rockville's Pike Street Master Plan shows traversing the Pike. This plan establishes that developers will dedicate the land and contribute toward the construction of these streets as part of property redevelopment, but the City will need to be an active participant in ensuring that the design is consistent with the plan vision and that segments are connected. If Chapman Avenue continues not to be completed through redevelopment far into the future, the City may choose to more proactively complete it according to the general alignment established in Chapter 4.

Retrofitting existing streets to include the complete streets components recommended by the plan (wide sidewalks, bicycle facilities, on-street parking, etc.) will also happen in the context of redevelopment. While full reconstruction will likely be done in conjunction with redevelopment of properties along them, there are opportunities to make some improvements now. Examples include Halpine Road (a recommended Business District Class I street) and Congressional Lane (a recommended Business District Class II street). While neither currently has the necessary width to fully implement the recommended design, these streets can become more "complete" than they are now. Components of the design recommendations may be added as opportunities arise. Developers are expected to dedicate

the additional land for the right-of-way in these cases. The City may build them, with developer participation in the financing.

The East Jefferson Street Extension and the West Middle Pike grid

The extension of East Jefferson Street, from where it currently ends just north of Congressional Lane northward to Wootton Parkway, is a critical part of the proposed road network as it will provide an alternative to Rockville Pike and diffuse traffic throughout the corridor. Construction of this extension may allow some additional redevelopment to occur within the existing parameters of the transportation portion of the APFO.

Rockville should expect to receive dedication of new streets from developers. This plan permits more intensive land use and more street frontage in the Middle Pike, west of MD 355, than does the prior plan and the Zoning Ordinance. The property owners that will benefit from these changes, therefore, will participate in the construction of these roads through dedication and financing when related to development.

In wholly owned sites of significant scale, developers will be expected to construct their portion of the street network envisioned in this plan, under the City's direction. Where multiple sites are involved, or where segments need to be connected, the City may need to play a more proactive role to ensure that the network is completed. Individual property owners would still be expected to contribute since the new roads are an important piece of the plan's redevelopment strategy.

The location of the connection of East Jefferson Street to Wootton Parkway will need to be determined at the engineering stage. Topography issues may need to be addressed in choosing the exact alignment of the road.

The Fleet Street Extension

This road extension in the North Pike has been a master plan item for decades. It was included in the 1989 Rockville Pike Plan and in the 2002 Comprehensive Master Plan, and is proposed by this plan. The Fleet Street extension can be included in the Capital Improvements Program (CIP), as the right-of-way is already under City control and the City likely will be responsible for building it.

It is important to note that, despite being included in earlier master plans for more than two decades, this road segment has not yet been built. There continues to be public disagreement regarding its construction and safety concerns due to its proximity to Richard Montgomery High School. This controversy led to the removal of the project from the City's CIP. It will be essential to fully address the community's concerns when this road is being designed.

3. OPTIMIZE ACCESS TO AND USE OF TRANSIT

The City should advocate for full utilization of Metro's Red Line in terms of extending all northbound service to the Shady Grove Station and maximizing the number of cars on trains as needed to accommodate the anticipated increase in use both within and outside of Rockville. This will be even more critical once the Cor-

ridor Cities Transitway (CCT) is operating as the volume of passengers transferring to Metro's Red Line will be increased even without redevelopment along the Pike. The City should also seek to ensure that adequate bicycle storage is provided at the Twinbrook and Rockville Metro Stations.

Rockville should participate fully in any discussions of re-routing local bus service in the context of adding a new transit service. It will be particularly important, as the City moves toward a more multi-modal environment, to ensure that local service is not only retained, but improved, for people within the corridor and those using it to access the corridor. If RTV plays an important regional role, Rockville will need to ensure that the local bus service continues to serve everyone.

Enhanced transit, whether it comes in the form of RTV, increased Red Line Metrorail capacity, and/or improved local bus service will further the plan goals and the City should be prepared to advocate for it, including supporting expanded funding opportunities.

4. EXPAND TRANSPORTATION DEMAND MANAGEMENT (TDM) ACTIVITIES IN THE CORRIDOR

The City should explore opportunities to expand and enhance its TDM program to reduce single-occupancy vehicle travel and encourage use of alternative modes. As one example, the City should take an active role in forming a transportation management association. This will allow the City to track the ongoing efforts of member businesses and organizations in reducing trips taken by single-occupant vehicles and thereby preserving corridor-wide capacity for additional development. It will also provide a framework for cooperation among businesses to provide services that may not be economical for individual businesses.

5. STRIVE TO REFINE METHODOLOGIES FOR MEASURING TRANSPORTATION MODE SHARE AND ADDRESSING CONGESTION MANAGEMENT

Both Montgomery County's White Flint Sector Plan and Great Seneca Science Corridor Master Plan established baseline mode shares based on data from the American Community Survey (ACS), part of the U.S. Census, and employer surveys. These sources use relatively small sample sizes, have fairly large margins of error, and are imperfect tools in a mixed use environment where a substantial number of trips are not commuter-generated. The baseline mode share may be over- or under-estimated and, therefore, there is some risk in using it to establish future mode share goals. At this time, Rockville does not have access to a more reliable methodology, but this is an evolving area.

The ability to track changes in travel mode share is very valuable in assessing the relative effects of plan implementation on mobility in the plan area, particularly as population and activity levels increase over time. This plan recommends that Rockville use state-of-the-art methodologies at all times to establish a baseline, set realistic goals, and monitor progress.

IMPLEMENT THE LAND USE POLICIES

Place-making improvements will play an important role over time in providing viable and attractive travel options in the corridor, including transit, biking and walking. The plan recognizes that private developers bear a great deal of the responsibility for creating the attractive physical environment that complements the transportation elements but that the City has a key role to ensure they do so consistent with the plan vision.

The bulk of the recommendations that address how the redevelopment process can transform the character and visual quality of the Plan Area are contained in the Rockville Pike District Code. Other recommendations indicate additional ways to ensure that the corridor is a desirable place to live, work, and visit.

1. ADOPT THE ROCKVILLE PIKE DISTRICT CODE

The Rockville Pike District Code is intended to be the primary tool for land use policy implementation.

2. REVISE DEVELOPMENT REGULATIONS

The City's regulations concerning zoning, road specifications, forestry, and others influence how developers may build on their sites. Some of these regulations are in conflict with or present impediments to full implementation of the plan vision. These challenges will need to be addressed. Examples include:

The Zoning Ordinance

The City needs to amend its adopted zoning ordinance to incorporate the land use policies. The Rockville Pike District Code is recommended as the implementing document. A Sectional Map Amendment will be required to apply the new zone and delineate the Rockville Pike District boundary on the zoning map.

Chapter 21 of the Rockville City Code ("Road Code")

As of this writing, the City's "Road Code" is not currently in conformance with the cross-sections in the plan. This discrepancy can be addressed on a case-by-case basis through waivers, but it is strongly recommended that the street designs in the plan and the Road Code specifications be consistent. Work is already underway to amend Chapter 21 of the City Code and the accompanying Standards and Details for Construction to achieve this goal.

Forestry and Tree Preservation Ordinance (FTPO)

The FTPO presents certain challenges in urban redevelopment scenarios such as the Rockville Pike corridor. Modifications to the FTPO that are oriented to a

more urban environment should be explored for private development specifically in the Plan Area, for items such as:

- allowing street trees in the public right-of-way to count toward forestry requirements
- allowing trees on roof tops to count toward forestry requirements
- reducing reforestation ratios
- modifying afforestation requirements

As a balance to any modification of the FTPO within the Plan Area, the *Rockville's Pike Plan* establishes new parks, open space, and street trees as amenities that will greatly improve the quality of life for those living in the Plan Area and that will encourage more people to walk and bike versus drive. Trees are an important component of the boulevard concept. Buffer areas that may include trees and other amenities are anticipated to be included in the design of all business district roads when the City's Road Code is revised. The inclusion of trees along all roads in the Plan Area will transform a primarily concrete environment into an attractive and "greener" place.

3. MAKE THE PIKE AN INVITING, WALKABLE PLACE

The City should develop wayfinding and streetscape plans for the corridor which will require City funding.

Develop a Wayfinding Plan

Wayfinding signage should include a "high-speed" sign system for vehicles moving along the primary roadway; a "low-speed" sign system to guide vehicular and bicycle traffic in the access lanes; and a sign system oriented to pedestrians. The wayfinding plan should recommend a consistent identity based on colors, icons, type fonts and typeface size and that becomes, de facto, an element of the branding of the Rockville Pike corridor. If deemed appropriate, the boulevard identity could allude to or replicate the signage system developed for Rockville Town Center or the City as a whole.

Develop a Streetscape Plan

A streetscape plan should focus on creating a continuous, comfortable and safe pedestrian and bicyclist environment throughout the Plan Area. It should address surfaces, the location and species of trees, planters, street furniture, lighting and undergrounding of utilities. The streetscape plan should implement the recommendations of greening Rockville Pike, making it a public green space within the Plan Area.

4. ACQUIRE PARKLAND

The City must ensure that parks are built at a pace to keep up with development to create the great place envisioned by this plan. The transformation of the

Pike from a primarily commercial corridor to a mixed use environment, which will likely include housing for thousands of new residents, requires the City to be proactive in planning for the facilities that make it “livable”.

As noted in Chapter 4, parks will be needed in the Middle, South and, perhaps, the North segments of the corridor. As the South Pike is expected to be the dominant location for redevelopment early in the life of the plan, the City should allocate resources through its Capital Improvements Program (CIP) to purchase land for a neighborhood park, approximately one acre in size, east of the Pike and west of the Metrorail tracks. As of now, parkland acquisition is not funded in the City's CIP, but future funding could come from bonds, fee-in-lieu collected from developers, as well as the State and Federal government.

The acquisition of parkland in the South Pike is particularly important because there are no large parcels in this area where the City could expect to acquire substantial parkland through dedication. Additional parks and open space are likely to come through dedications as part of the development process, though the plan does not foreclose the possibility of the City proactively creating needed community amenities.

CONCLUSION

Implementing the *Rockville's Pike Plan* will require proactive steps by the City. By being committed to bringing about the vision, Rockville can lead the corridor through a successful transition from an auto-oriented convenience shopping corridor to a series of walkable urban neighborhoods that are distinctively Rockville.

Finally, it is recommended that City staff provide a biennial report on the status of plan implementation to the Mayor and Council and the Planning Commission to ensure that the action steps outlined in this chapter are being implemented and are producing the desired outcome.

Table 5.1
Rockville's Pike Plan Implementation Actions

	Advocate	Monitor	Timing dependent on redevelopment	City Initiative
Continue to maintain strong regional partnerships	✓			
Amend zoning ordinance to include Rockville Pike District Code				✓
Ensure consistency with Chapter 21 of City Code (Road Code)				✓
Monitor impacts of APFO on plan implementation		✓		
Explore modifications to Forestry & Tree Preservation Ordinance				✓
Advocate for Julius West Middle School expansion completion in 2016	✓			
Advocate for R.M. elementary school #5 opening in 2017	✓			
Continue to monitor enrollment/capacity conditions & advocate for adequate school capacity	✓	✓		
Identify site, acquire land, build park in South Pike (CIP)				✓
Acquire land/build parks in other parts of plan area (possible CIP)			✓	
Build South Pike access road on east side (CIP)				✓
Develop cost estimates and funding strategies for roads and parks				✓
Reconstruct main lanes of the Pike	✓			
Construct other access roads (South Pike west, Middle, North) (possible CIP)			✓	
Continue to obtain easements along the Pike (possible CIP)			✓	
Facilitate building of Jefferson Street, Chapman Avenue & other new streets (possible CIP)			✓	
Improve existing streets in context of redevelopment (possible CIP)			✓	
Build Fleet Street (CIP)				✓
Advocate for improved transit: red line capacity, enhanced local bus service, RTV	✓			
Expand Transportation Demand Management activities				✓
Strive to refine methodologies for measuring transportation mode share & addressing congestion management				✓
Monitor mode share		✓		
Coordinate utility replacement with road construction			✓	
Monitor need and ensure community needs are met (schools, parks & open space, etc.) (possible CIP)		✓		✓
Develop a wayfinding plan (CIP)				✓
Develop a streetscape plan (CIP)				✓
Develop format for biennial report to M&C and PC, and deliver reports				✓
<i>CIP refers to items that must or may possibly be in the City's Capital Improvements Program</i>				